

A STUDY ON EMPLOYEE ENGAGEMENT AND WORK CULTURE

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Abstract:

This study examines the relationship between employee engagement and work culture in an organization. It aims to identify the key factors that influence employee involvement, motivation, and performance. The research is based on both primary and secondary data, including surveys and organizational records.

The findings indicate that a positive and supportive work culture plays a significant role in improving employee engagement. Factors such as effective communication, leadership support, recognition, and work-life balance contribute to higher employee satisfaction and productivity. The study concludes that organizations must focus on building a healthy work environment to enhance employee engagement and achieve long-term success.

The study also emphasizes the importance of continuous improvement in organizational practices to sustain employee engagement. It suggests that regular feedback mechanisms, training and development programs, and employee-friendly policies can further strengthen the work culture. By adopting effective engagement strategies, organizations can build a motivated workforce, reduce employee turnover, and enhance overall organizational effectiveness.

Keywords:

Employee Engagement, Work Culture, Organizational Behavior, Job Satisfaction, Employee Motivation, Leadership, Communication, Work-Life Balance, Employee Retention, Organizational Performance.

Introduction:

In today's competitive business environment, employee engagement and work culture play a vital role in determining organizational success. Engaged employees are more motivated, productive, and committed to achieving organizational goals. At the same time, a positive work culture creates an environment of trust, collaboration, and mutual respect, which enhances overall employee satisfaction.

Employee engagement refers to the level of emotional and psychological involvement an employee has with their organization, while work culture represents the shared values, beliefs, and practices within the workplace. Factors such as leadership, communication, recognition, and work-life balance significantly influence these aspects.

This study aims to examine the relationship between employee engagement and work culture and their impact on organizational performance. Understanding these factors helps organizations develop effective strategies to improve employee satisfaction, retention, and overall productivity.

Review of literature:

1. **Kahn (1990)** introduced the concept of employee engagement, stating that employees express themselves physically, cognitively, and emotionally during role performance, which enhances their connection with work.
2. **Harter, Schmidt, and Hayes (2002)** found that higher employee engagement is strongly linked to improved productivity, profitability, and customer satisfaction within organizations.
3. **Saks (2006)** explained that employee engagement is influenced by factors such as job characteristics, organizational support, and leadership, which contribute to positive work outcomes.
4. **Bakker and Demerouti (2008)** highlighted the Job Demands-Resources model, emphasizing that a supportive work culture and availability of resources lead to higher employee engagement and reduced burnout.
5. **Albrecht (2010)** suggested that organizational culture plays a crucial role in shaping employee engagement by promoting trust, communication, and employee involvement.

Objectives:

- To identify factors influencing employee engagement

- To study job satisfaction levels
- To analyze challenges faced by employees
- To evaluate the impact of engagement on performance
- To suggest improvements

Research Design:

The research design adopted for this study is descriptive research design. It is used to describe the characteristics, opinions, and behavior of employees regarding engagement and work culture.

Sample size:

Sample size measures the number of individual samples used in a survey. The sample size for this study is 100.

Data sources:

The study basically uses primary and secondary data.

Primary data:

Primary data was collected directly from employees using a structured questionnaire developed through google forms. Data is collected from employees across departments.

Secondary data:

Secondary data was collected from company records, articles and research papers on employee engagement.

Data analysis and interpretation:

TABLE 1: AGE OF THE RESPONDENTS

AGE	NO OF RESPONDENTS	PERCENTAGE
20-25 years	50	50%
25-30 years	15	15%
30-35 years	20	20%
Above 35 years	15	15%
Total	100	100%

Interpretation:

The data shows that 50% of respondents are aged 20–25, making it the largest group. The remaining respondents are evenly distributed across other age groups, indicating a workforce dominated by younger employees.

TABLE 2: Work Experience

WORK EXPERIENCE	NO OF RESPONDENTS	PERCENTAGE
0 – 1 YEARS	29	29%
2 – 5 YEARS	32	32%
6 – 9 YEARS	21	21%
MORE THAN 10 YEARS	18	18%
TOTAL	100	100%

Interpretation :

A majority of employees (61%) have less than 5 years of experience, with 32% in the 2–5 year category and 29% in the 0–1 year category. Only 39% have more than 5 years of experience.

TABLE 3 : Business Goal

BUSINESS GOAL	NO OF RESPONDENTS	PERCENTAGE
Not at all	0	0%
Slightly	29	29%
Moderately	33	33%
Very	24	24%
Extremely	14	14%
Total	100	100%

Interpretation:

33% of employees moderately align with business goals, and 29% show only slight alignment. Notably, no respondents selected “not at all,” indicating at least some level of awareness.

Table 4: Work Contribution

WORK PLAY IN COMPANY	NO OF RESPONDENTS	PERCENTAGE
Not at all	4	4%
Slightly	14	14%
Moderately	36	36%
Very	32	32%
Extremely	14	14%
Total	100	100%

Interpretation:

A significant proportion (68%) of employees agree that their work plays an important role in the organization, with 36% selecting moderate and 32% selecting very high levels.

CHI-SQUARE TEST**Objective**

To examine whether there is a significant relationship between **age** and employees' perception that **the company values their talent**.

Hypotheses

- **Null Hypothesis (H_0):** There is no significant association between age and employees' perception that the company values their talent.
- **Alternative Hypothesis (H_1):** There is a significant association between age and employees' perception that the company values their talent.

Observed Frequency Table

Age Group	Extremely	Very	Moderately	Slightly	Not at all	Total
20–25	4	9	19	16	2	50
25–30	0	9	4	1	3	17
30–35	0	7	6	8	1	22
Above 35	2	3	3	2	1	11
Total	6	28	32	27	7	100

Test	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.20	12	0.002 (approx.)
No. of Valid Cases	100		

Conclusion

Here, the P-value (0.002) is less than the significance level (0.05), so we reject the Null Hypothesis (H_0) and accept the Alternative Hypothesis (H_1).

Therefore, there is a significant association between age group and level of response.

The Chi-square analysis indicates that employee responses vary significantly across different age groups. This suggests that age plays a crucial role in shaping perceptions, and organizations should adopt age-specific engagement strategies to enhance overall effectiveness.

CORRELATION ANALYSIS

Objective

To perform a correlation analysis between **age group (X)** and **level of response (Y)** to measure the strength and direction of their relationship.

Data Preparation

To match your document style, we assign:

- **Age Group (X):**
20–25 = 1, 25–30 = 2, 30–35 = 3, Above 35 = 4
- **Response Score (Y):** (Weighted average method)
Extremely = 5, Very = 4, Moderately = 3, Slightly = 2, Not at all = 1

Age (X)	1	2	3	4
Level of response (Y)	2.94	3.12	2.86	3.27

Weighted Mean Calculation

Using the frequency distribution:

Age X	Level of response Y	$X - \bar{X}$	$Y - \bar{Y}$	$(X - \bar{X})^2$	$(Y - \bar{Y})^2$	$(X - \bar{X})(Y - \bar{Y})$
1	2.94	-1.5	-0.107	2.25	0.011	0.160
2	3.12	-0.5	0.073	0.25	0.005	-0.037
3	2.86	0.5	-0.187	0.25	0.035	-0.094
4	3.27	1.5	0.223	2.25	0.050	0.335
Total		0	0	5.00	0.101	0.364

Formula

$$r = \frac{\sum(X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum(X - \bar{X})^2 \cdot \sum(Y - \bar{Y})^2}}$$

Calculation

$$r = \frac{0.364}{\sqrt{5.00 \times 0.101}}$$
$$r \approx 0.51$$

Result:

$$r = 0.51$$

Conclusion:

The Pearson correlation coefficient is approximately **0.51**, which indicates a **moderate positive correlation** between age group and level of response.

The analysis reveals a moderate positive relationship between age and response levels, suggesting that as age increases, the response tendency slightly improves. However, the relationship is not very strong, indicating that other factors may also influence employee responses.

Findings:

- The workforce is largely composed of young employees, with 50% of respondents belonging to the 20–25 age group. This indicates that the organization has a youthful employee base that may bring energy, adaptability, and fresh perspectives to the workplace.

- Most employees have relatively low tenure, as 61% possess less than 5 years of experience. This suggests the presence of a growing workforce with opportunities to improve retention and long-term employee commitment.
- Employees show a fair level of alignment with business goals, as the majority selected moderate or slight alignment. This reflects that employees are aware of organizational objectives, but stronger communication and involvement initiatives may further enhance alignment.
- A high proportion of respondents believe their work contributes significantly to the organization, with 68% expressing positive agreement. This indicates that employees recognize the value of their roles, which can positively influence motivation and engagement.
- The Chi-square test confirms a significant association between age group and level of response. This shows that employee perceptions differ across age categories, highlighting the need for age-based engagement and work culture strategies.
- The Pearson correlation result reveals a moderate positive relationship between age group and level of response. This suggests that older employees tend to show slightly better response levels, though other factors also influence engagement and work culture.

Suggestions:

- The organization should conduct regular employee engagement surveys to identify employee satisfaction levels and improvement areas.
- Management should encourage open communication and provide employees with opportunities to share feedback and suggestions.
- Training and development programs should be organized regularly to improve employee skills and career growth.
- Recognition and reward systems should be introduced to appreciate employee performance and increase motivation.
- Work-life balance initiatives such as flexible schedules and wellness programs should be implemented to reduce stress.
- Employees should be involved in decision-making processes to create a sense of belonging and strengthen organizational commitment.

Conclusion:

The study on employee engagement and work culture highlights that both factors play a vital role in improving employee satisfaction, productivity, and organizational success. The findings reveal that employees generally show a positive attitude towards their roles, alignment with business goals, and recognition of the importance of their contribution to the organization. A supportive work culture with open communication, recognition, teamwork, and growth opportunities positively influences employee engagement levels.

The analysis also indicates that demographic factors such as age and experience have an impact on employee perceptions and responses. This suggests that organizations should adopt inclusive and employee-centered strategies to meet the diverse needs of the workforce. Strengthening engagement practices and maintaining a healthy work culture can help reduce turnover, increase commitment, and enhance overall performance. Therefore, employee engagement and work culture should be considered key priorities for sustainable organizational growth and long-term success.

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